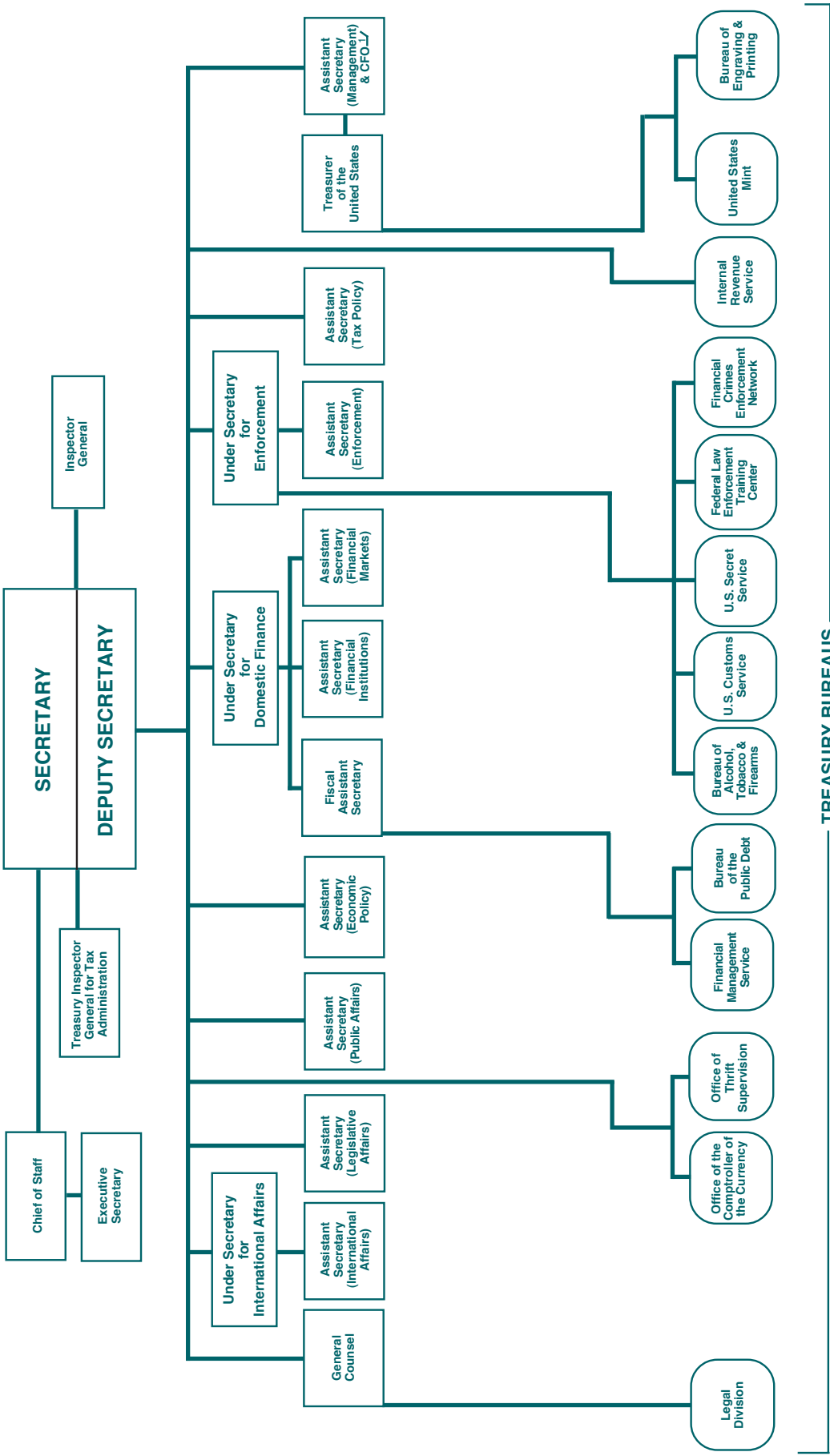


THE DEPARTMENT OF THE TREASURY



✓ Assistant Secretary (Management) and Chief Financial Officer is Treasury's Chief Operating Officer.

### *Who We Are*

Treasury's responsibilities and activities are broad in scope and touch the lives of all Americans. The Department's role in promoting a stable economy, managing the Government's finances, and fighting crime is crucial in supporting a strong and robust economy.

The basic functions of the Department include:

- Economic and fiscal policy
- Government accounting, cash, and debt management
- Supervision of national banks and thrifts
- Production of coin and currency
- Assessment and collection of internal revenue
- International economic policy
- Enforcement of tax and tariff laws
- Enforcement of customs and trade laws
- Anti-counterfeiting operations and Executive protection

### *Treasury Organization*

The Department is organized into two major components: the Departmental Offices and the operating bureaus. The Departmental Offices are primarily responsible for the formulation of policy and management of the Department as a whole, while the operating bureaus carry out the specific operations assigned to the Department.

The Departmental Offices are composed of the Deputy Secretary, the Under Secretary for International Affairs, the Under Secretary for Domestic Finance, the Under Secretary for Enforcement, Treasurer of the United States, General Counsel, and divisions headed by Assistant Secretaries. Most of these divisions are located within the Main Treasury Building in Washington, D.C.

Treasury also has several entities which perform specialized functions to carry out Treasury's mission.

- **Community Development Financial Institutions (CDFI)** promotes access to capital and local economic growth by directly investing in and supporting community development financial institutions.
- **Community Adjustment Improvement Program (CAIP)** assists trade-affected communities to spur the creation of new private sector jobs for displaced workers.
- **Treasury Forfeiture Fund (TFF)** supports consistent and strategic uses of asset forfeiture by Treasury law enforcement bureaus to disrupt and dismantle criminal enterprises.
- **Treasury Franchise Fund** provides Treasury components administrative support services on a competitive and fully cost-reimbursable basis.
- **Office of Inspector General (OIG)** conducts independent audits, investigations, and reviews of Treasury programs and operations to promote economy, efficiency and effectiveness.
- **Treasury Inspector General for Tax Administration (TIGTA)** conducts audits to evaluate the efficiency and effectiveness of IRS programs and activities.

In addition to the Departmental Offices, Treasury has twelve bureaus whose programs and responsibilities support the Department's diverse missions.

**Bureau of Alcohol, Tobacco and Firearms (ATF)** works to reduce violent crime, collect revenue, and protect the public.

**Bureau of Engraving and Printing (BEP)** produces United States currency, postage stamps, and other government securities.

**Bureau of the Public Debt (BPD)** borrows the money needed to operate the Federal Government and accounts for the resulting debt.

**Financial Crimes Enforcement Network (FinCEN)** supports law enforcement investigative efforts and fosters interagency and global cooperation against domestic and international financial crimes. (FinCEN was made a bureau by the USA PATRIOT Act of 2001.)

**Federal Law Enforcement Training Center (FLETC)** serves as the Federal government's leader for and provider of world-class law enforcement training.

**Financial Management Service (FMS)** provides central payment services to Federal Program Agencies, operates the Federal Government's collections and deposit systems, provides government-wide accounting and reporting services, and manages the collection of delinquent debt.

**Internal Revenue Service (IRS)** provides taxpayers quality service by helping them understand and meet their tax responsibilities and by applying the tax law with integrity and fairness.

**United States Mint (Mint)** manufactures circulating, numismatic, and bullion coins.

**Office of the Comptroller of the Currency (OCC)** charters, regulates, and supervises national banks to ensure a safe, sound and competitive national banking system.

**Office of Thrift Supervision (OTS)** regulates thrift holding companies and charters, regulates, and supervises savings associations to ensure a safe, sound, and competitive thrift industry.

**United States Customs Service (Customs)** protects the nation's borders, collects the revenue due, and foster lawful international trade and travel.

**United States Secret Service (USSS)** protects of the President and other designated individuals and National Special Security Events; and enforces laws relating to counterfeiting of obligations and securities of the United States and investigation of financial crimes.

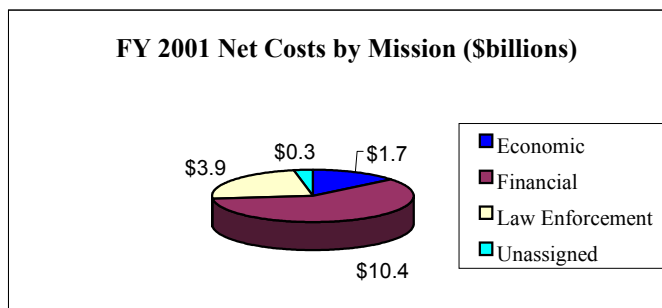
### ***Facts and Figures***

Treasury's FY 2001 appropriation was \$14.2 billion, with 145,000 employees located throughout all 50 states, the District of Columbia, and many overseas sites. Treasury bureaus vary in size, with the IRS having 71% of all Treasury employees, Customs having 13%, and the remaining 16% spread over the other bureaus and Departmental offices.

### ***Net Costs to Accomplish Treasury's Program Missions***

Measuring *costs* (the value of resources used to achieve an objective) is an integral part of measuring performance. When cost information is linked to measures of effectiveness in achieving a desired outcome or stated objective, readers can assess the “cost-effectiveness” of a program. *Net cost* refers to a program's total costs (including supporting services) minus the revenues the program earns.

The combined total net cost of Treasury's business in FY 2001 was \$16.3 billion as reported in Treasury's financial *Statement of Net Cost* in the FY 2001 Accountability Report. This statement and supporting information display the full costs of programs carried out by the Treasury Department to meet the three strategic missions described in the Treasury Strategic Plan -- Economic, Financial, and Law Enforcement. The report also displays costs by bureau, office or organization within the three mission areas. Costs that could not be reasonably allocated to program areas are shown as *Unassigned*.



### ***Purpose and Structure of the Program Performance Report***

#### **Purpose**

The Government Performance and Results Act (Results Act) establishes formal requirements for strategic planning and performance measurement in the Federal Government. The Results Act requires that agencies develop five-year Strategic Plans, and annual Performance Plans and Performance Reports. Treasury updated its strategic plan in 2000, and has been submitting annual performance plans as part of its annual budget since FY 1997. This document represents Treasury's third stand-alone performance report, and is a companion to Treasury's FY 2001 Accountability Report, required under the Chief Financial Officers Act of 1990.

#### **Structure**

Based on customer recommendations on the FY 2000 Program Performance Report, Treasury made a number of improvements to this year's report. The narrative section is considerably streamlined, discussing only key outcomes and measures by strategic goal. It also discusses key program evaluations and actions taken to address management challenges and high-risk areas. Full reporting on all performance measures is included in Appendix A.

The narrative section of the report is laid out to match *Treasury's Strategic Plan*, by mission areas and further by strategic goal.

<b>Economic Mission</b> Promote Prosperous and Stable American and World Economies	<b>Financial Mission</b> Manage the Government's Finances	<b>Law Enforcement Mission</b> Safeguard Our Financial Systems, Protect Our Nation's Leaders, and Secure a Safe and Drug-Free America
<ul style="list-style-type: none"> <li>Promote Domestic Economic Growth</li> <li>Maintain U.S. Leadership on Global Economic Issues</li> </ul>	<ul style="list-style-type: none"> <li>Manage the Federal Government's Accounts</li> <li>Ensure All Federal Payments are Accurate and Timely</li> <li>Provide Accurate and Timely Financial Information and Support the Government-Wide Implementation of Accounting Standards</li> <li>Collect Revenue Due to the Federal Government</li> <li>Cost-Effectively Finance the Government's Operations</li> <li>Improve the Efficiency of Production Operations and Maintain the Integrity of U.S. Coin and Currency</li> </ul>	<ul style="list-style-type: none"> <li>Reduce Violent Crime and the Threat of Terrorism</li> <li>Combat Money Laundering and Other Financial Crimes</li> <li>Protect Our Nation's Borders and Major International Transportation Terminals From Traffickers and Smugglers of Illicit Drugs</li> <li>Protect Our Nation's Leaders and Visiting Dignitaries</li> <li>Provide High-Quality Training for Law Enforcement Personnel</li> </ul>
<b>Management Enabling Goal:</b> Continue to Build a Strong Institution		
<ul style="list-style-type: none"> <li>Support the Achievement of Business Results</li> <li>Improve Customer Satisfaction</li> <li>Improve Employee Satisfaction</li> </ul>		

A brief statement of the mission is included for each mission area, followed by a report on performance for the corresponding strategic goals. This includes a discussion of the strategic goal, strategies used to achieve the goal, and a report on one or two associated key performance measures. In cases where a measure was not met or was greatly exceeded, an explanation is provided.

Where appropriate, key program evaluations conducted during the year are included, as well as the status of relevant management challenges and high-risk items identified by Treasury's Office of Inspectors General (IGs) or the General Accounting Office (GAO). Key partners (Federal, state, local, and private industry sectors) are acknowledged and their support toward the achievement of the goal is briefly described. Each goal write-up concludes with an overview of future strategies and activities planned to improve progress.

The Report also includes four appendices:

- Appendix A** reports on all measures by strategic goal for which targets were set in the FY 2001 Performance Plan (as presented in the FY 2002 Justification for Appropriations and Performance Plans). For each measure, there is an explanation of the measure, performance levels

for three previous fiscal years, the performance target and actual for the report year, and performance targets for two years beyond the report year. Unmet targets are explained and include a schedule for improvement.

- *Appendix B* is included for readers interested in viewing the performance measures by Treasury bureau or programs.
- *Appendix C* presents the listing of management challenges and high-risk areas identified by the IGs and GAO, and briefly discusses FY 2001 corrective actions taken.
- *Appendix D* discusses Treasury efforts to assess the completeness and reliability of our performance data.